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INTRODUCTION

In September 2004, the City of El Paso Arts and Culture Department (ACD) embarked on a strategic planning process to review its mission and goals and to develop a programmatic and administrative blueprint to guide the agency in addressing a broad cultural development agenda for the greater El Paso area. Eduardo Díaz was contracted by the City to assist ACD with the planning process. Guided by the Deputy City Manager for Quality of Life Services, the ACD Advisory Board's planning committee and the agency's staff, Mr. Díaz conducted an assessment of community needs, public expectations of ACD and an examination of department operations. Mr. Díaz spoke with numerous stakeholders, reviewed previous cultural plans and other relevant documents, and conducted pertinent research. An informal survey of 261 El Paso and Southern New Mexican residents was conducted that yielded a sampling of community perception regarding community and regional arts needs and ACD's programs and services. Though the planning budget did not allow for a public opinion poll done by random selection with statistically valid results, nonetheless, the survey results are helpful in informing this assessment and the resulting, ongoing planning process.

Between September 2004 and April 2005, the consultant traveled to El Paso five times to meet with stakeholders and City staff and advisors. Meetings were held with artists, representatives of arts and cultural organizations, funders, business leaders, government officials, education and community leaders, long-time arts activists and patrons, ACD board and staff, and other City staff¹. Meetings took place in one-on-one and group settings. It should be noted that Mr. Díaz is also part of the consulting firm, Freeman Whitehurst, which has completed a Public Art Master Plan for the City of El Paso. Public Art is an ACD program and, as a result, recommendations from that plan will be included in this Strategic Agency Plan.

¹ List of plan meeting participants included in Attachment 1.

Mr. Díaz worked with Surale Phillips, Decision Support Partners (Bozeman, MT), on the development of the constituent survey. Ms. Phillips prepared the survey report².

Marion McCollam, McCollam Consulting LLC (Houston, TX), assisted as planning consultant, and in the editing and presentation of this report.

Consultant conducted best practices research regarding local arts agency operations in Texas' five other largest urban areas and other selected U.S. cities, and attended the Texas Hotel/Motel Tax Funding Roundtable, hosted by the Texas Commission on the Arts' Arts Exchange and Texans for the Arts.

On February 16, 2005, consultants Díaz and McCollam presented an Assessment and Preliminary Recommendations Report³ to members of the Planning Committee of the ACD Advisory Board, ACD staff, Debbie Hamlyn, Deputy CAO and Jennifer Callan, City Manager's Office. Consultants encourage a thorough review of that Report in advance of consideration of this plan draft.

² Included as Attachment 2.

³ Included as Attachment 3.

GUIDING PREMISES

The Arts and Culture Department is committed to collaborating in the development of a community in which the arts are an integral part of everyday life and diverse forms of cultural expression are valued. The following themes have guided the development of this agency plan:

1. Establish ACD as the lead agency in advancing community cultural development in the greater El Paso area. As El Paso's designated local arts agency,⁴ ACD is uniquely positioned to assume this leadership role. There are also community expectations that this is the proper role for the agency. Developments in the creative sector and fiscal challenges facing local communities have caused civic leaders to think beyond the established and vital quality of life impacts normally associated with the arts. Leaders in government and business sectors are pursuing a broad range of economic development strategies to address the current downturn and now see the work and impact of this sector, the artists and the cultural organizations that are a part of it, as a key component of these strategies. ACD needs to be at the forefront in forging the arts-economic development nexus in the El Paso region, while at the same time abiding by the quality of life goals. ACD should have a seat at the table as plans are developed to revitalize downtown and neighborhoods, promote cultural and heritage tourism, develop the creative workforce, recruit and retain industries and so on. There are also important needs and initiatives in the education and community development arenas that the creative sector can effectively address.
2. Refine public arts policy. ACD's enabling ordinance is thin in articulating why the City of El Paso invests in the arts and cultural development. As a result, ACD's underlying goals and objectives for its direct grant, presenting, exhibiting and education programs are similarly unclear. El Paso's arts public policy requires

⁴ Designated local arts agencies are recognized by the National Endowment for the Arts, Texas Commission on the Arts, other arts funders and national service organizations. Typically, local arts agency designation is established by city council ordinance.

revision and, in turn, ACD's mission and program goals and objectives need then to be brought into alignment with updated City policy. This process also may require ACD to initiate new programs to address unmet community needs and priorities, which was borne out in the constituent survey.

3. Increase the level of available funds to support organizations and artists. As one of the region's principal investors in local arts and cultural organizations and artists, ACD should aggressively pursue increased City allocations and work collaboratively with the creative sector in developing new sources of support. It does not appear that the City is allocating the full measure of Hotel-Motel Tax (HOT) funds to the arts allowable by state law and ACD should strive to build a compelling case for increased allocations from HOT funds. ACD should also examine its own presenting program from a cost-benefit perspective and determine if current agency practice constitutes highest and best use of limited financial and personnel resources, and then reallocate funds appropriately.
4. Act as convener and as direct or indirect provider of management assistance and professional development services. The arts – artists and organizations – are not sustained by bread alone. The ability of ACD to offer comprehensive, responsive services that enhance the organizational development and sustainability of arts groups and the professional development of artists is critical. Presently, ACD does not offer such a program, nor does it have the capacity to provide these services. There are, however, local organizations that provide management assistance and business development services with which the agency should consider collaborating for the provision of these services. Related to the provision of management services is ACD's lead role as convener, its ability to regularly bring leaders in the cultural sector together for the thoughtful consideration of current trends and issues impacting the arts at the local, state, national and international level, given El Paso's

geographic position. Creating a continuing forum for discussion also helps in strategic plan implementation and updating.

5. Address the marketplace. The current economic downturn and uncertainties impacting government arts support compel the cultural sector to pay more attention to increasing and diversifying arts audiences for greater relevancy and more earned income. Metro El Paso has significant potential for expanded participation in cultural activities from residents spanning diverse geodemographic⁵ segments. Individually, cultural service providers do not have the necessary resources or expertise to efficiently or effectively identify, attract, retain and diversify audiences. This raises the issue of joint marketing strategies, an activity that ACD would do well to explore. Also relevant here is the importance of expanding market share in the travel industry. In order to successfully publicize El Paso as a unique visitor destination, arts and cultural activities and venues and artists must be fully integrated into product development and promotional strategies. To reiterate, ACD derives a significant percentage (approximately 40 percent) of its operating and program budget from the HOT funds. This compels the agency to work collaboratively with the El Paso Convention and Visitors Bureau and local hospitality industry entities to increase visitation to the community and, consequently, generate additional resources to support the arts.
6. Integrate creative sector into economic development efforts. To reiterate, civic leaders in government and leaders are looking for ways to jumpstart the local economy and the arts are now generally acknowledged to be an economic driver.

⁵ Geodemography (geography + demographics) is a system of analysis that links people (by where they live) to information about them (how they live and what they are like as consumers). Geodemography segments the U.S. population into unique residential consumer clusters. Each audience household on a database and every household in the study area would be defined by a cluster. By identifying a household by cluster we can understand their age group, education level, income level, family composition, overall lifestyle and spending habits, arts participation habits, media use, and many other characteristics that can help arts organizations build relationships with them.

The work of Richard Florida⁶, and others, and widespread efforts to develop “creative communities,” geographically defined sectors that combine artist live-work spaces with mixed retail and other land use, are increasingly being viewed as viable strategies for downtown and neighborhood revitalization. This development is particularly apropos given El Paso’s recent launch of a major downtown revitalization planning process. It also impacts formulation of new workforce development initiatives, using the magnet of the creative workforce to attract footloose companies. Such development also creates more options for El Paso residents, thereby improving the city’s overall quality of life.

7. Develop collaborative strategies with creative sector leadership in Cd. Juárez and Southern New Mexico. El Paso must be viewed as the lead community in this larger southwest region, which is brimming with artists, institutions, events and cultural heritage. ACD has a critical role to play in communicating with and convening this regional creative sector leadership.
8. Implement El Paso’s new Public Art Program. The Public Art Master Plan that will guide implementation of this program is nearing completion and ACD will administer it. This will require the agency to hire new staff and administer new funds that derive from the Public Art Ordinance.
9. Strengthen ACD’s internal infrastructure to better meet the cultural needs, interests and priorities of the area and reorganize within City government structure. As ACD evolves as the region’s lead local arts agency, it will need the financial and human resources necessary to effectively and efficiently meet this challenge. ACD staff and ACD Advisory Board can benefit from professional and board development programs that will enable them to be effective and responsible managers and stewards, respectively. The City of El Paso has a new City Manager who is interested in streamlining City government. This planning process sanctions a new

⁶ The Rise of the Creative Class, Basic Books, 2002.

way to propose different administrative and governance structures in managing the City's investments – in funding, programs, services and facilities.

The plan calls for the department to work more strategically with the Museums Department in program collaboration and promotion, which, for example may include: regular art exhibitions in City facilities (e.g., City Hall and Airport), coordination of citywide *Día de Los Muertos* activities, development of cultural tourism promotional strategies and participation in the new Public Art Program (the Public Art Master Plan recommends changes in the enabling ordinance that calls for such participation by the Museums, Libraries and other City-owned cultural facilities). The plan also recommends a close collaboration between the department and SMG, which manages the Convention and Visitors Bureau and several City-owned performing arts facilities, principally relating to the development of a comprehensive cultural tourism program and programming and promotion of these City-owned venues. This “strategic leadership structure” is designed to compel and encourage inter-departmental collaboration and to streamline City government operations. It does not impact management and governance of the Museums Department, nor does it impact SMG operations specified in its contract with the City.

This section follows:

- Strategic Agency Plan Detail
- Plan Benchmark Schedule

Consultant prepared the following documents for consideration by the City Manager's Office:

- Proposed Department Staffing Complement
- Proposed Organizational Chart
- Proposed DCA Budget for Fiscal Year 2005-06

The final organizational structure, staff composition and Fiscal Year 2005-06 budget of the Arts and Culture Department will be included in forthcoming recommendations by the City Manager's Office.

ARTS AND CULTURE DEPARTMENT (ACD) STRATEGIC AGENCY PLAN DETAIL

MAY 2005

MISSION (amended by City Council, 7/19/05)

To assist in developing a world-class arts community in El Paso, Texas.

STRATEGIC AGENCY PLAN GOALS (include amendments by City Council, 7/19/05)

- GOAL 1 TO BRING THE ARTS TO ALL EL PASOANS.
- GOAL 2 TO PROMOTE THE DEVELOPMENT OF EL PASO'S CREATIVE SECTOR, ITS ARTISTS AND CULTURAL ORGANIZATIONS, SECURE SUFFICIENT RESOURCES AND PROVIDE RELEVANT SERVICES.
- GOAL 3 TO POSITION ACD IN A LEADERSHIP ROLE, BUILDING PARTNERSHIPS IN PLANNING FOR EL PASO'S CULTURAL PROSPERITY AND ECONOMIC GROWTH AND MAKING THE CITY A DYNAMIC REGIONAL CULTURAL CENTER FOR THE BENEFIT OF ALL WHO LIVE, WORK AND VISIT HERE.
- GOAL 4 TO SOLIDIFY ACD AS THE REGION'S LEAD LOCAL ARTS AGENCY, STAFFED BY A PROFESSIONAL TEAM AND ADVISED BY A BOARD OF TALENTED AND DIVERSE CIVIC LEADERS, THAT SUPPORTS ARTS INDUSTRY DEVELOPMENT, INCREASES RESOURCES AND STIMULATES CULTURAL VITALITY.

GOALS 1 AND 2. TO BRING THE ARTS TO ALL EL PASOANS; AND TO PROMOTE THE DEVELOPMENT OF EL PASO'S CREATIVE SECTOR, ITS ARTISTS AND CULTURAL ORGANIZATIONS, SECURE SUFFICIENT RESOURCES AND PROVIDE RELEVANT SERVICES.

Objectives	Outcome Measures	Strategies	Timeline	Responsibility
a. Identify community cultural development needs and opportunities	<ul style="list-style-type: none"> • Understand cultural service needs of citizens • Understand organizational development priorities of cultural service providers 	<ol style="list-style-type: none"> 1. Hold public forums 2. Complete organizational assessments of service providers 3. Conduct annual arts town hall meeting 	8/05-3/06 8/05-11/05 3/06; annual	ACD staff, ACD Adv Bd, cultural orgs, other City depts, other govt agencies and CBO's
b. Determine correlation of needs with related City public policies and goals	<ul style="list-style-type: none"> • Ensure alignment of cultural development goals to related City policies and goals 	<ol style="list-style-type: none"> 1. Review City public policies and priorities and community development goals 	6/05; annual	ACD staff, ACD Adv Bd, Deputy CM
c. Develop new City arts public policy and associated agency mission for ACD and amend agency's enabling ordinance	<ul style="list-style-type: none"> • Clarify and codify new arts public policy and update ACD's enabling legislation and agency mission • Develop ACD's mission-driven program goals and objectives 	<ol style="list-style-type: none"> 1. Draft new arts policy and revise ACD mission reflecting creative sector's direct connection with improving quality of life, advancing educational achievement and supporting economic development 2. Build case for increased City funding 3. Prepare and present amendment of enabling ordinance for City Council adoption 4. Investigate arts council structure and operation 	7/05 8/05 8/05 9/06	ACD staff, ACD Adv Bd, City Atty, Deputy CM, City Mgr and City Council

Objs (Goals 1 & /2 cont)	Outcome Measures	Strategies	Timeline	Responsibility
d. Revise current grant program and process, and develop new grant programs focused on unmet needs and opportunities relating to City's public policy objectives; assist private arts funders with fund distribution	<ul style="list-style-type: none"> • Update program guidelines, criteria and review process • Provide funding opportunities for individual artists • Strengthen operations of cultural service providers • Provide incentives for accessible, decentralized cultural opportunities • Respond to unmet needs and opportunities • Reflect diversity of region • Improve ACD's ability to administer and evaluate grantee program and fiscal accountability • Make program and process more user-friendly, including enhanced use of technology • Promote collaboration with other City departments and community sectors • Leverage private arts funds 	<ol style="list-style-type: none"> 1. Revise all program guidelines and criteria; change review process 2. Use state's Internet-based system as model 3. Establish simplified operational and project support categories 4. Establish Individual Artists program to support new work 5. Establish Neighborhood Arts program to decentralize service delivery and enhance access 6. Aggregate state re-granting funds 7. Institute peer panel process 8. Institute program evaluation 9. Promote activities to visitors; establish as cultural destination 10. Establish and manage modest united arts fund, distributing private funds, incorporating into regular funding process and requiring separate accountability 	12/05; annual	ACD staff, ACD Adv Bd, other City depts., cultural orgs and artists, other govt agencies and CBO's

Objs (Goals 1& 2 cont)	Outcome Measures	Strategies	Timeline	Responsibility
e. Revamp ACD's presenting, exhibiting and education programs [NOTE: Educational activities would continue to be supported by regular grant program.]	<ul style="list-style-type: none"> • Address cultural service priorities • Monitor program effectiveness (e.g., presentation of diverse artists, attendance, audience response, etc.) • Identify appropriate service providers for outsourcing of selected programs and assist with resource development • Identify recaptured financial and personnel resources and reallocate to address new priorities 	<ol style="list-style-type: none"> 1. Continue Music Under the Stars as signature community-wide event; improve promotion to regional visitor market; integrate educational components 2. Continue Alfresco! Fridays as signature downtown event; improve promotion to regional visitor market; integrate with downtown development initiatives 3. Create alternative to Young At Arts series with local orgs; reprogram funds; reassign staff 4. Phase out World on a String series; reprogram funds; reassign staff 5. Phase out agency managed arts in education programs; reprogram funds for development of art in education consortium; reassign staff 6. Outsource Discovery Dance series to dance consortium; <u>provide project funding for 3-year period</u>; reprogram funds; reassign staff 7. Outsource <i>Día de Los Muertos</i> festival to consortium of cultural organizations; <u>provide project funding for 3-year period</u>; reprogram funds; reassign staff 8. Outsource City Exhibitions to Museums Dept; <u>provide necessary, recurring funding</u>; reassign staff 9. Provide professional development opportunities for program staff 	<p>Per production schedule</p> <p>Per production schedule</p> <p>6/05</p> <p>6/05</p> <p>6/05</p> <p>6/05-6/08</p> <p>6/05-5/08</p> <p>6/05</p> <p>6/05</p>	ACD staff, City auditor, City human resources and OMB staff, and service providers

Objs (Goals 1 & 2 cont)	Outcome Measures	Strategies	Timeline	Responsibility
f. Develop management assistance program	<ul style="list-style-type: none"> • Improve organizational capacity of cultural service providers; improve effectiveness and efficiency of operations and programs of cultural service providers • Improve career and business development of artists for expanded workforce opportunities and economic viability 	<ol style="list-style-type: none"> 1. Negotiate contract with Nonprofit Enterprise Center for design and delivery of technical assistance services to cultural organizations 2. Negotiate contract with Genesis 21 for design and delivery of professional and business development to individual artists 3. Operate small management assistance grant program (e.g., conference tuition, travel, equipment purchase, etc.) 	<p>8/05; annual</p> <p>8/05; annual</p> <p>9/05</p>	ACD staff, cultural orgs, artists, local service providers and City Atty (contracting)
g. Launch professional development forum	<ul style="list-style-type: none"> • Advance peer-to-peer professional development of arts administrators • Enhance efficiency and effective management of arts and cultural organizations 	<ol style="list-style-type: none"> 1. Establish, organize and lead arts administrators network 2. Present programs addressing current issues and developments in arts fields 	<p>8/05</p> <p>8/05</p>	ACD staff, cultural organizations, artists and invited presenters

Objs (Goals 1 & 2, cont)	Outcome Measures	Strategies	Timeline	Responsibility
h. Develop collaborative marketing program	<ul style="list-style-type: none"> • Use documented cultural participation potential to inform marketing efforts of ACD and cultural organizations and artists • Improve marketing capacity of cultural organizations and potential for audience cross-fertilization • Improve effectiveness and efficiency of creative sector's marketing efforts to increase and diversify regional audiences • Maximize and expand cultural tourism marketing efforts in collaboration with El Paso CVB; integrate with ongoing CVB marketing program • Raise public awareness of importance and availability of the arts • Increase number and frequency of cultural visitors 	<ol style="list-style-type: none"> 1. Complete geodemographic scan of El Paso direct market to ascertain composition, location and consumer behavior relative to cultural participation potential and distribute findings 2. Provide marketing counsel as part of management assistance program 3. Pool marketing resources and coordinate marketing activities of cultural service providers; explore Marketing Services Organization model (consolidated calendaring, advertising co-ops, shared web presence, bundle programs across organizations, etc.) 4. Collaborate with El Paso CVB and local visitor industry on development of cultural tourism program (product development, packaging and promotion, etc.) 5. Explore development and determine feasibility of public awareness campaign 	10/05; update every 2 yrs 8/05 3/06 6/05 3/06	ACD staff, cultural orgs, marketing consultant, CVB staff and visitor industry reps
i. Integrate public art plan goals and objectives into ACD's general operations	<ul style="list-style-type: none"> • Enhance quality of life • Promote economic revitalization • Define, focus, enhance and improve El Paso's image • Enhance downtown and neighborhood character through public art 	<ol style="list-style-type: none"> 1. Adopt Public Art Master Plan 2. Allocate program funds 3. Hire Program Manager 	4/05 6/05 8/05	ACD Dir, ACD Adv Bd, Deputy CM, City Mgr, City Atty, City human resources and OMB staff, and Public Art Prog Dir

Objs (Goals 1 & 2, cont)	Outcome Measures	Strategies	Timeline	Responsibility
j. Seek increased allocation of City funds to support grants and ACD programs, services and operations	<ul style="list-style-type: none"> • Strengthen relationship with El Paso CVB and visitor industry • Reach state-permitted 15% of HOT funds • Increase financial support to local cultural organizations • Fortify ACD infrastructure and support new program initiatives 	<ol style="list-style-type: none"> 1. Track cultural tourism activity 2. Prepare budget proposal 3. Secure additional City funds 	9/05-3/06 6/06 9/06	ACD Dir, Deputy CM, City Mgr, City Atty and City Council
k. Initiate fund development plan for ACD	<ul style="list-style-type: none"> • Increase funding to support ACD programs and operations from diverse funding sources, including non-City sources determined not likely to give directly to organizations, such as other governmental agencies at local, state and federal levels, selected foundations, corporations and individuals 	<ol style="list-style-type: none"> 1. Determine funding priorities and plan strategic approach to fundraising 2. Identify appropriate public and private funding sources (includes current agency funders) 3. Prepare and submit funding proposals 4. Transform "Friends of ACD" into fundraising subcommittee of ACD Adv Bd, including members with fundraising expertise and experience 5. Pursue entrepreneurial strategies linked to ACD presenting programs 	12/05 12/05 Ongoing 12/05 5/06	ACD Dir and ACD Adv Bd

GOAL 3. TO POSITION ACD IN A LEADERSHIP ROLE, BUILDING PARTNERSHIPS IN PLANNING FOR EL PASO'S CULTURAL PROSPERITY AND ECONOMIC GROWTH AND MAKING THE CITY A DYNAMIC REGIONAL CULTURAL CENTER FOR THE BENEFIT OF ALL WHO LIVE, WORK AND VISIT HERE.

Objectives	Outcome Measures	Strategies	Timeline	Responsibility
a. Integrate creative sector into economic development efforts and vice versa	<ul style="list-style-type: none"> • Establish the creative sector as economic driver • Integrate ACD and the creative sector as partners in community-wide economic development efforts • Involve economic development community in cultural planning efforts. • Promote continuity of effort and involvement • Bring arts and cultural concepts into mix of development strategies • Contribute to community's economic prosperity 	<ol style="list-style-type: none"> 1. Build relationships with economic development community 2. Participate in economic development planning and implementation (e.g., business recruitment, creative workforce and small business and neighborhood revitalization, creative communities development, etc.) 	<p>6/05</p> <p>6/05</p>	ACD staff, ACD Adv Bd, cultural orgs, artists and planning and economic development reps
b. Initiate cultural tourism program	<ul style="list-style-type: none"> • Make ACD and creative sector partners with the local visitor industry • Promote continuity of effort and involvement • Integrate arts and cultural concepts into tourism program development and marketing • Increase HOT revenues to support work of creative sector 	<ol style="list-style-type: none"> 1. Solidify relationships with El Paso CVB and establish relationships with regional visitor industry 2. Participate in cultural tourism development planning and implementation (e.g., product development, packaging, customer service and marketing) 	<p>6/05</p> <p>6/05</p>	ACD staff, ACD Adv Bd, cultural orgs, CVB and visitor industry reps

Objectives (Goal 3, cont)	Outcome Measures	Strategies	Timeline	Responsibility
c. Develop new arts in education and arts education initiatives	<ul style="list-style-type: none"> Establish specific education program outcomes relative to workforce and audience development 	<ol style="list-style-type: none"> Explore more effective methods, including formation of arts in education consortium, for developing arts education programs in public schools, focusing on integrated curriculum, advanced arts education programs (e.g., magnet schools), and teacher and artist training programs Collaborate with UTEP Dept of Ed to strengthen arts education component Identify professional development needs of staff related to arts education and provide opportunities for professional advancement Identify arts and non-arts funding for potential initiatives (part of fund development plan) Convene arts education leaders, K-12 and college level 	<p>6/05</p> <p>7/05</p> <p>7/05</p> <p>7/05</p> <p>3/06</p>	ACD staff, school district staff, cultural sector, City auditor, and City human resources and OMB staff
d. Launch collaborative initiatives with cultural agencies, arts organizations artists and visitor industry professionals in Cd. Juárez and Southern New Mexico	<ul style="list-style-type: none"> Promote regional cooperation Establish region as major southwestern cultural corridor and visitor destination Expand opportunities for cultural organizations and artists region-wide, including development of new work Increase local audience participation Increase visitation to region 	<ol style="list-style-type: none"> Organize regular forums of regional creative sector leaders Develop collaborative programs Identify and pursue funding from regional sources to support programs 	<p>1/06</p> <p>3/06</p> <p>5/06</p>	ACD Dir, regional cultural sector and visitor industry leaders

GOAL 4. TO SOLIDIFY ACD AS THE REGION’S LEAD LOCAL ARTS AGENCY, STAFFED BY A PROFESSIONAL TEAM, ADVISED BY A BOARD OF TALENTED AND DIVERSE CIVIC LEADERS, THAT SUPPORTS ARTS INDUSTRY DEVELOPMENT, INCREASES RESOURCES AND STIMULATES CULTURAL VITALITY.

Objectives	Outcome Measures	Strategies	Timeline	Responsibility
a. Institutionalize new mission, goals and practice	<ul style="list-style-type: none"> • Exercise leadership mandate • Operate in conformity with new, adopted public policy and departmental mission and goals 	<ol style="list-style-type: none"> 1. Revise existing programs and develop and implement new programs based on community priorities and assessed needs of creative sector 2. Regularly evaluate relevance to needs and priorities 	<p>8/05</p> <p>Annual</p>	ACD staff, ACD Ad Bd
b. Restructure internally and promote collaboration with Museums Department and SMG	<ul style="list-style-type: none"> • Address new public policy and program goals • Demonstrate effective and efficient operations • Promote interdepartmental program coordination among Quality of Life agencies • Maximizes public access to venues and increased cultural participation • Determine areas of staff expertise and capacity; make highest and best use of departmental personnel and financial resources 	<ol style="list-style-type: none"> 1. Hire new Director of Cultural Affairs 2. See proposed Staff Complement 3. See proposed Organizational Chart and Budget 4. Strategic collaboration with Museums Department includes coordination of art exhibits in City facilities, coordination of <i>Día de Los Muertos</i> exhibitions and participation in Public Art Program 5. Strategic collaboration with SMG includes development of cultural tourism program and event promotion at City-owned performing arts venues. 	<p>8/05</p> <p>9/05</p> <p>9/05</p> <p>9/05</p>	ACD Dir, ACD Adv Bd, Museum Dept, SMG, Deputy CM, City Mgr, City human resources and OMB staff
c. Administer Public Art Program; implement in accordance with 2% for Art Ordinance	<ul style="list-style-type: none"> • Enhance quality of life of residents and visitors • Promote economic revitalization by adding value to municipal facilities and adjoining properties • Define, focus, enhance and improve authentic images of El Paso as unique place, community and destination • Ensure effective and efficient public art program management 	<ol style="list-style-type: none"> 1. Hire new Public Art Program Coordinator 2. Merge Public Art Commission into ACD Advisory Board as standing committee 	<p>9/05</p> <p>9/05</p>	ACD Dir, Public Art Program Mgr, ACD Ad Bd and Public Art Committee

Objectives (Goal 4, cont)	Outcome Measures	Strategies	Timeline	Responsibility
d. Create a professional development program for ACD advisory board and staff	<ul style="list-style-type: none"> • Ensure responsible and effective citizen involvement • Recruit, retain and promote qualified staff • Create professional development opportunities for staff and board development for advisory board 	<ol style="list-style-type: none"> 1. Review new functions and determine training needs 2. Provide opportunities for staff and board to visit other local arts organizations and participate in meetings and conferences 	12/05 1/06	ACD Dir and staff, ACD Adv Bd, City human resources staff and consultants
e. Position the Arts and Culture Department to become an independent non-profit Arts Council supported by public and private financial resources (per City Council amendment, 7/19/05)	<ul style="list-style-type: none"> • De-politicize arts funding and other programs • Streamline City government • Allow for increased entrepreneurial strategies for program, marketing and resource development • Sustain and possibly increase City allocation in support of the arts and cultural development 	<ol style="list-style-type: none"> 1. Conduct best practices research on non-profit arts councils; transitions from municipal arts agencies 2. Develop program and transition plan 3. Report findings, recommendations and plan to City Manager and City Council 	1/07	ACD Dir; OMB staff; City Attorney; Deputy City Mgr, and City Mgr